

EGOVERNMENT STRATEGY ADVISORY COMMITTEE UPDATE

EXECUTIVE SUMMARY

The eGovernment Strategy Advisory Committee (hereafter "the Committee") will complete their term 2016 October.

This report includes the annual eGovernment Strategy Advisory Committee report (Attachment 1) as per the Terms of Reference (Attachment 2). For this report the Committee investigated three areas: Data Intelligence, Citizen Online ID and Innovation.

This report also contains the results of Council's direction for "Administration to work with the Committee on their role and determine an end date for the Committee" prior to filling the vacancies for another two year term. In response, the Committee and Administration recommend disbandment of the Committee by a resolution of Council. Alternatively, the Committee investigated the options of maintaining status-quo – filling the vacancies in 2016 or updating the Terms of Reference and filling the vacancies in 2016.

Having served two terms over two City business cycles, the Committee has sought to fulfill its Terms of Reference mandate, realizing operating within The City's multi-year business planning and budgetary cycles was challenging. To mitigate Committee challenges and maximize opportunities where the Committee could still impact eGovernment, Administration expanded their support role making available subject matter experts and project leads. It was through these meetings, and via meetings of the Committee generally, that members of the Committee have come to an agreement that eGovernment is now an established corporate initiative with The City of Calgary.

As outlined from the Committee in Attachment 1, City digital initiatives and partnerships advancing the eGovernment Digital Strategy need continued support with sufficient funding. The Committee believes these initiatives and partnerships are important to the citizens of Calgary and to the efficient and effective operations of The City's services.

ADMINISTRATION RECOMMENDATION(S)

That the Priorities and Finance Committee recommends that Council:

1. Receive the eGovernment Strategy Advisory Committee Report (Attachment 1) for information; and
2. Disband the eGovernment Strategy Advisory Committee in 2016 October the Committee's term end date, and that the Mayor send a letter to Committee members acknowledging their contributions and thanking them for their service.

**RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED
2016 JUNE 28:**

That the Administration Recommendations contained in Report PFC2016-0148 be approved.

EGOVERNMENT STRATEGY ADVISORY COMMITTEE UPDATE

PREVIOUS COUNCIL DIRECTION / POLICY

At its meeting on 2011 September 19, Council approved the eGovernment Strategy Advisory Committee Terms of Reference. At the Organizational Meeting on 2012 October 22, Council appointed seven members to the Committee. At the meeting held 2014 January 13, after receiving an update from the Committee, Council directed the Committee to conduct further public consultation with Calgarians and report back on the eGovernment Digital Strategy. At the meeting on 2014 July 21, Council approved the eGovernment Digital Strategy in principle with implementation pending budget approval. At the Organizational Meeting on 2014 October 20, Council appointed seven members to the Committee to fill the vacancies and directed Administration to work with the Committee on their role and determine an end date for the Committee.

BACKGROUND

In response to a Notice of Motion by Councilor Pincott and Councilor Ceci (NM2009-38 Access to City Data and Services), the public data catalogue was launched in 2010 October. Following the launch, staff conducted workshops to understand the direction The Corporation was headed regarding eGovernment. The eGovernment Strategy Roadmap was funded as part of the 2012-2014 business plans and budget.

A governance model and Terms of Reference were developed and approved with Council appointing seven citizens to the Committee to further develop strategies and plans for eGovernment. Their membership terms were set to two years and expired in 2014 October 20.

During the initial term, Administration and the Committee determined a strategy was needed to advance eGovernment while being mindful of trends in digital and open government in the upcoming 2015-2018 business cycle. The Committee and staff from Information Technology, Customer Service and Communications and Corporate Analytics and Innovation (IT, CSC, and CAI respectively) created the eGovernment Digital Strategy. The eGovernment Digital Strategy (2015-2018) takes a cross-department view of The City's administration and identifies a common set of objectives and strategies for the use of digital channels to connect, communicate and engage with Calgarians and staff.

At the Organizational Meeting on 2014 October 20, Council appointed seven members to the Committee to fill the vacancies and directed Administration work with the Committee on their role, and determine an end date for the Committee.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Faced with the timeline to report back on the role and end date of the Committee to Priorities and Finance Committee no later than 2016 June 28, the Committee and Administration considered the following options:

- Status-quo – no changes to the Terms of Reference and fill the vacancies in 2016
- Update the Terms of Reference and fill the vacancies in 2016
- Disband the eGovernment Strategy Advisory Committee

EGOVERNMENT STRATEGY ADVISORY COMMITTEE UPDATE

The analysis and drafting of the recommendation was completed by Administration Support staff and the Committee Chair. The Committee members and the Directors of IT, CSC and CAI have reviewed and approved the recommendation.

Overwhelmingly, there was little to no support from the Committee nor Administration to recommend filling the vacancies and continuing with the existing Terms of Reference. The Committee experienced challenges while operating within the Terms of Reference and The City's multi-year business planning and budgetary cycles. While the Committee accepts this as a reality of the City's governance and financial conventions, their impact was diminished by these processes outside of the Committee's control or comprehension. Administration developed engagement strategies to mitigate the challenges and maximize The Committee's contributions to advance eGovernment at The City. The Administration support role expanded beyond the Terms of Reference to implement the engagement strategies.

There was some interest to clarify and update the Committee's Terms of Reference. In the meeting held on 2015 November 18, the Committee discussed the role/responsibility to: "Champion the eGovernment Digital Strategy". By the end of the discussion, it became evident the group was unable to reach a common understanding and consensus on what the Committee should do in this role. Each of the remaining roles and responsibilities in the Terms of Reference would require similar discussion and likely face challenges to reach consensus.

The original reason for an eGovernment Strategy Advisory Committee was to help position eGovernment as a corporate initiative and to identify and scope opportunities for eGovernment at The City. It has become evident to The Committee that it does not have the capacity to serve in this manner given the breadth and complexity of eGovernment initiatives sought by The City.

The recommendation for The Committee to continue to the end of the term (2016 October) allows the members to provide advice on the establishment of a new Administration Committee to help guide the AnalyticsCalgary program: an External Advisory Committee on Civic Innovation YYC. Early discussions include inviting current Committee members to join this new Committee.

City digital initiatives and partnerships advancing the eGovernment Digital Strategy will need continued support with sufficient funding and possible citizen input and engagement. The Committee believes these initiatives and partnerships are important to the citizens of Calgary and to the efficient and effective operations of The City's services.

EGOVERNMENT STRATEGY ADVISORY COMMITTEE UPDATE

Stakeholder Engagement, Research and Communication

Staff from IT, CSC and CAI business units act as resources to the Committee, including:

- Director of Information Technology
- Director of Customer Service and Communications
- Director of Corporate Analytics and Innovation
- Leader of Web Business
- Project Manager of eGovernment
- Manager, Innovation Data & External Access

At the regular meeting 2015 April 22, the Committee reviewed and accepted an engagement model with the goals of:

- Focusing the Committee and tapping their interests, expertise and connections in three focus areas:
 - Data Intelligence
 - Citizen Online ID
 - Innovation
- Establishing responsibilities for each citizen member
- Positioning the Committee to take more of a leadership role, guiding their work

Sub-groups were formed and working meetings scheduled with staff working on programs or projects relevant to the focus areas:

Focus Area	Staff Engagement
Data Intelligence	Citizen Dashboard Project Team
Citizen Online ID	Identity Management Program Leader
Innovation	AnalyticsCalgary Program Manager and Civic Innovation YYC Lead

The Committee met four times for regular committee business and held seven additional working meetings.

Strategic Alignment

The eGovernment Digital Strategy aligns with and furthers:

- Council Priority – A Prosperous City
 - P4 – Cut Red Tape and continue to foster a competitive tax environment to help small businesses succeed
 - P5 – Seek out partnerships with other governments and community partners to achieve community well-being
 - P10 – Expand our library system and enhance access to technology and information

EGOVERNMENT STRATEGY ADVISORY COMMITTEE UPDATE

- Council Priority – A Well-run City
 - W2 – Be as efficient and effective as possible, reducing costs and focusing on value-for-money
 - W3 – Examine opportunities for alternative service delivery for competitiveness
 - W4 – Balance demand for quality City services with affordable taxes
 - W5 – Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for decisions
 - W7 - Continue to transform the organization to be more Citizen-focused in its approach and delivery of service
 - W8 – Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities
- 2020 Sustainability Direction
 - Equity Objective: Calgarians have fair access to public programs, services, facilities and spaces
 - Engagement & Empowerment Objective: The City's programs and services are reflective of the voice of citizens, and citizens can play active roles in their communities and The City's processes
 - Efficiency Objective: The City delivers services and programs efficiently through a culture of progression and creativity that supports innovation and is adaptable to changing needs and pressures
 - Infrastructure Management Objective: The City of Calgary utilizes quality, cost effective, safe and innovative corporate assets that enable and support the provision of desired public and corporate services. The management of public and corporate assets (both physical and information) are optimized and based upon continuous improvement
- Municipal Development Plan – Section 5 Reporting and Monitoring
 - Provide a basis for effective strategic decision making by monitoring and reporting on the progress made towards achieving the goals and objectives of the MDP

The eGovernment Digital Strategy aligns with the following strategies in the 2015-2018 Corporate Services business plan:

- B3 – Businesses benefit from efficient City processes and serviced industrial land
- Z4 – Our customers and stakeholders receive quality and cost-effective services
- M2 - Maximize the flow of traffic on the existing transportation network through the application of technology

EGOVERNMENT STRATEGY ADVISORY COMMITTEE UPDATE

Social, Environmental, Economic (External)

Social

Providing increased access to City data and services allows enhanced opportunities for participation and engagement.

Environmental

Travel required by citizens and businesses to involve themselves in civic issues is reduced by offering access to data and city services online. Travel reductions are also made with an ability to provide input into public issues online.

Economic (External)

Providing access to data and services online serves economic benefits beyond The Corporation to business and citizens.

Financial Capacity

Current and Future Operating Budget:

There is no impact to the current operating budget.

Current and Future Capital Budget:

The eGovernment Digital Strategy Program is funded through Web Initiative Capital (Program 744).

Projects on the eGovernment Digital Strategy Roadmap have their own capital budgets.

Risk Assessment

There are no significant risks associated with the recommendation of this report.

REASON(S) FOR RECOMMENDATION(S):

To provide the Priorities and Finance Committee with the final report from the Committee and recommend an end date prior to filling vacancies at the end of the Committee term 2016 October.

ATTACHMENT(S)

1. eGovernment Strategy Advisory Committee Report
2. eGovernment Strategy Advisory Committee Terms of Reference
3. Sample Listing of Projects Advancing the eGovernment Digital Strategy